



Request for Proposal East Grand Avenue Master Plan

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April 27, 2017

The City of Arroyo Grande is soliciting the services of qualified firms/individuals to perform consulting services for the following project:

East Grand Avenue Master Plan

This project will produce a comprehensive, stand-alone East Grand Avenue Master Plan (the “Plan”) for the City of Arroyo Grande (“City”). The Plan will identify and address obstacles to infill development and investment, provide a guide for redevelopment of private property, and establish the public streetscape improvements for the entire East Grand Avenue corridor, from the Highway 101 right-of-way to the City’s westernmost limit.

Successful proposals must demonstrate relevant expertise and experience in the fields of land use planning, economics, urban design (including architectural guidelines), civil and traffic engineering, and environmental analysis.

The City will conduct interviews of the top ranked firms in order to make a final selection. The interview process will include a presentation by the consultant and a question and answer session conducted by an interview panel.

If you wish to submit a proposal, please review the attached RFP and submit three (3) copies of your sealed proposal to the City, 300 East Branch Street, Arroyo Grande, California, by no later than 5:00 PM, Friday, June 2, 2017. All proposals shall be directed to Matt Downing, Planning Manager. It is anticipated that a consultant will be selected by July 7, 2017.

We look forward to your reply. If you have any questions regarding this RFP, please contact me at (805) 473-5424.

Sincerely,



Matthew Downing, AICP
Planning Manager

**CITY OF ARROYO GRANDE
EAST GRAND AVENUE MASTER PLAN
REQUEST FOR PROPOSALS**

PROJECT OVERVIEW

The City of Arroyo Grande is seeking proposals from qualified consultants to prepare a Master Plan for the East Grand Avenue corridor to achieve the goals and objectives as set forth in the City's General Plan. The Plan will identify and address obstacles to infill development and investment, provide a guide for redevelopment of private property, and establish the desired public streetscape improvements for the entire East Grand Avenue corridor. The City has taken several steps to increase commercial and housing opportunities in the corridor, including rezoning the corridor from general commercial to mixed-use, developing mixed-use guidelines and standards, and developing a streetscape enhancement plan. However, existing plans have not produced the desired level of investment, clarity of community vision, or strategy for redevelopment of the corridor over time. The proposer should pull the existing documents into one cohesive plan and modify it as necessary in accordance with economic trends and desired outcomes. The plan should consider, but not necessarily include, the following tools:

- Form-based development standards;
- SB743 Compliant Traffic Impact Analysis
- Corridor and intersection enhancements for multi-modal uses;
- Neighborhood pedestrian connections;
- Economic incentives for redevelopment;
- The creation of alleys and nodes;
- Parking infrastructure and programs (see below).

There are two major linked components to this overall effort, a parking study and the Master Plan itself, which are generally described below.

Parking Study. A key initial component of this effort will to conduct a parking study that focuses on the East Grand Avenue Master Plan area. The purpose of that study would be to better inform the master Plan, and explore the connection between parking supply, parking demand, mixed use development, and economic barriers to development that may be imposed by overly restrictive parking requirements. Ultimately, the study will be useful for including economic incentives and parking strategies in the Master Plan that encourage economic development.

Master Plan. Based in part on information developed through the parking study, the Master Plan should be a stand-alone document useable as a guide to future development, replacing and superseding applicable existing documents, and easily integrated with the existing [Arroyo Grande General Plan](#).

PROJECT AREA

The East Grand Avenue Master Plan area has yet not been precisely defined, but in general is centered on Grand Avenue between Highway 101 and Oak Park Boulevard (the City limit), and would include all adjacent parcels designated as Mixed Use under the City's General Plan. The Plan Area could be expanded if, in the view of the consultant, it makes logical sense to do so. Such an expansion could

include nearby Mixed Use parcels, including those contiguous to those adjacent to Grand Avenue, or even possibly those Mixed Use parcels adjacent to Highway 101 north of Grand Avenue. The purpose for this expansion, if at all, would be to stimulate economic development within underutilized parcels. Creative consultants should provide an opinion on whether it makes sense to expand the boundaries in some fashion, and frame their proposals accordingly. The City recognizes that ultimately, the framework and boundaries for the Master Plan will be developed collaboratively with the successful consultant.

As appropriate, the consultant is encouraged (but not required) to define subareas within the overall Master Plan area, if it makes sense to do so, in recognition of unique characteristics of the different portions of the Grand Avenue corridor. Consultants are encouraged to consult the City's General Plan and visit the corridor in order to judge whether such a construct is justified or necessary.

ADDITIONAL PROJECT CONSIDERATIONS

Proposers should pay thorough attention to the following project expectations:

- Maximize involvement of and sensitivity to the concerns of all stakeholders, City officials, staff, residents, property owners, businesses and advocacy groups. This element of the project will require a very high degree of public input and proven excellence in public relations from the prospective consultant is necessary in order to gain collective support for the completed plan by all stakeholders.
- Create mapping and documents that clearly explain the plan to the public and in formats that are useful, web-accessible and easily distributed.
- Incorporate existing and ongoing design, planning, budgeting, and public involvement activities already taking place within the City, and help expand the breadth, scope, and reach of these activities.
- Identify and prepare preliminary strategies to help spur desired infill development along the East Grand Avenue corridor.
- Delivery of the plan within a reasonable budget and timeframe.

The successful consultant team will take a creative approach to addressing the City's needs for the Master Plan. There are multiple approaches that could work, but the consultants should keep the following principles in mind as they put develop a proposed project approach:

- **Simplicity.** The document must be readable and understandable not just to planners and designers, but to the general public. Plain language and straightforward graphics are crucial, with an emphasis on using graphics and photographic examples to illustrate the intent of written direction that may be included in the Master Plan. The Master Plan should not have unnecessary background information or "fluff", but should focus on the portions of document that would actually be used on a day-to-day basis.
- **Utility.** The document needs to clearly establish its regulatory role relative to the City's General Plan and zoning, and clearly indicate whether and where the Master Plan supersedes or augments the existing regulatory framework. The intent is not to place an additional regulatory burden on development interests, but to clarify the vision for the area, and provide sufficient flexibility for the City and future developers to realize that vision.
- **Flexibility.** The Master Plan must be sufficiently flexible to allow for a variety of creative approaches to development within the general framework and context of the General Plan, and

must be constructed in a way that allows for it to be easily updated to address unforeseen conditions that otherwise might hinder future planning and economic development.

- **Timelessness.** The Master Plan should not include a lot of unnecessary background information that focuses on irrelevant existing conditions (parking supply and demand being a notable exception), or otherwise ties the document to a certain date that will soon be in the past. It should be a living, breathing document that would have a similar utility in 5 or 10 years as it would today.

PARKING STUDY APPROACH

The parking study may take any form, and should be treated as what will ultimately become an appendix to the Master Plan. At a minimum, it should include sufficient data, text and tables for the reader to easily understand the existing and projected parking supply and demand within the study area, particularly focusing on parking for mixed uses. It does not need to have an overly extensive introduction or background information, except as it relates to inventorying existing parking supply and regulations that relate to parking. It should not be overly technical, but be based on clear and simple analysis, easily understandable to the general public.

The major components of the parking study would include, but not be limited to, the following:

- Inventory the existing public and private parking supply within the Master Plan Area;
- Determine whether there is sufficient parking based on existing and projected development in the context of the existing General Plan as it applies to this area;
- Review existing parking requirements, and determine if they are clear and adequate for the purpose of addressing mixed use development;
- Propose and evaluate, as appropriate, shared parking concepts, especially in the context of developing mixed use parking standards;
- Develop updated mixed use parking standards, as appropriate.

Additional direction for the contents of this study will be found in this RFP under “REQUEST FOR PROPOSAL DOCUMENTS”, Item IV., Proposal Contents.

MASTER PLAN APPROACH

The Master Plan at its heart will be a guidance document, which would include regulatory, design, and economic components intended to stimulate investment and development in a portion of the City where the General Plan has not by itself been very successful in accomplishing that goal. Although the document is not intended to be a Specific Plan as defined in Government Code §65450-65457, it may include many of the elements that a Specific Plan would include. These could include, but not be limited to:

- Text and a diagram or diagrams which specify all of the following:
 - The distribution, location, and extent of the uses of land within the area covered by the plan.
 - Standards and criteria by which development will proceed, and standards for the conservation, development, and utilization of natural resources, where applicable.
- A statement of the relationship of the Master Plan to the General Plan and zoning ordinance.

- Implementation measures including regulations and programs as appropriate, consistent with the General Plan.
- A discussion of potential development incentives or other related planning tools, and how they could be applied within the Master Plan area. These could address possible public-private partnerships, or mechanisms to increase density, deviate from standards, or reduce fees in exchange for the development of various needed public improvements within the City. Consultants are encouraged to emphasize this aspect of the Master Plan.

It is not expected that the Master Plan would address in detail certain elements that are typically found in a Specific Plan, since these are already addressed in existing City documents, including the General Plan, Capital Improvements Program, and various water and sewer infrastructure plans. These would include:

- The proposed distribution, location, and extent and intensity of major infrastructure components, including sewer, water, drainage, solid waste disposal, energy, and other similar facilities that are (or will be) located within the area covered by the plan, and needed to support the land uses described in the plan.
- A program of public works projects and detailed financing measures necessary to carry out future development.

Nevertheless, consultants will be required to address parking in detail (as described above), as well as streetscape improvements, public facilities, and other infrastructure within the Master Plan, to the extent that they are necessary considerations when determining the feasibility of future projects. For example, the Master Plan must be cognizant of existing parking, utilities, their capacities, and the possible need to upgrade or create additional infrastructure to serve future development. As necessary, the Master Plan shall identify mechanisms to ensure that parking, utilities or other public facilities are adequate to serve the Plan, particularly if the Master Plan considers development concepts that substantially increase density beyond what is already accounted for in the General Plan, or reduce parking requirements in some fashion by encouraging shared parking or other similar concepts.

The Master Plan may be structured in many ways, but could include chapters that address the following:

- Background and Policy Framework
- Master Plan Area Form and Character
- Relationship to City Infrastructure Planning
- Implementation, including Development Incentives and Other Planning Tools
- Plan Administration

Creative consultants are encouraged to suggest other organizational frameworks if they believe, through their experience, there are more effective ways to frame the Master Plan. Less creative (and ultimately unsuccessful) consultants will simply copy and paste the relevant portions of this RFP without much additional critical thought.

More detailed guidance about the contents of the scope of work to be included in the proposal may be found in this RFP under “REQUEST FOR PROPOSAL DOCUMENTS”, Item IV., Proposal Contents.

PUBLIC OUTREACH

The Master Plan process should include a public outreach component, which for costing purposes should at a minimum include preparation for, attendance at, and possible presentations at two (2) public workshops; one (1) hearing at the Traffic Commission; one (1) hearing at the Architectural Review Committee; two (2) hearings at the Planning Commission; and one (1) hearing at the City Council. These are separate from any routine interaction and meetings that may be needed with City staff. The consultant should also include such staff meetings and interaction within the proposal.

STRUCTURE OF THE CONSULTANT TEAM

As envisioned in this RFP, the Master Plan would include a combination of planning, design, and economic elements. It could potentially be led by consultants with any of these areas of expertise, but should include them all in one form or another. How the team is structured is up to the prospective consultants, and we will consider the creative structure and approach of the team as a key criterion in consultant selection, along with demonstrated experience in creating plans that actually work, and not those that simply look nice or are overly complex and difficult to follow.

Although environmental review under CEQA will be needed to adopt the Master Plan, the consultant team is not asked to propose on an approach to CEQA compliance, since this will likely be a separate effort led by City staff. Nevertheless, environmental professionals on the Master Plan team may be useful in guiding a holistic program that proactively addresses potential environmental impacts within the framework of the Plan. Similarly, while this is not at its core an engineering effort, a civil engineer with expertise in parking issues would round out a successful multi-disciplinary team. A parking expert will be necessary to guide the parking study, and would also be useful to inform the contents of the plan as they relate to existing or planned parking or other infrastructure.

Considerations in Presenting Consultant Experience and Personnel

A consultant's proposal should focus on the relevant experience of personnel currently at the firm, and not the historical experience of the firm. It is the City's expectation that personnel identified in a consultant's proposal will play a major role in the execution of the assignment if the firm is selected. The proposal should include an appropriate range of senior and junior level staff that realistically reflects the team that would likely work on the assignment. A proposal that lists only the firm's most senior level staff, including those unlikely to work on the project, for the purpose of inflating possible qualifications may therefore be deemed non-responsive.

The proposal can present information about relevant experience and key personnel in a variety of ways. A recommended approach is to provide a matrix listing key personnel, their potential roles in preparing the Master Plan, and a rough estimate of their relative percentage of labor hours needed to complete the assignment. For larger firms, please be realistic about the percentage of the total effort assigned to company principals or high-level senior staff. For smaller firms, please demonstrate how your firm has adequate qualified staff to complete an assignment of this magnitude. The City seeks honest, transparent, and realistic responses to this proposal relative to a company's qualifications and its ability to complete the assignment.

A proposal should include other firms that would be subconsultants and part of the team if selected for the assignment.

Project Management Approach

Please identify your team's proposed Project Manager, and how your team would address key project management tasks, including those related to cost control, delegation of tasks, quality control, and technical review. Provide examples, if applicable, of how your firm ensures that projects are completed on time and within budget. Explain how your firm envisions interacting with City staff throughout the process, in a collaborative manner. At the same time, the City encourages the Project Manager to be assertive in expressing opinions in approaching the project based on the consultant team's experience. The City does not want a sycophantic Project Manager who simply takes direction without critically evaluating a proposed approach that may be suggested by City staff. Team chemistry will be a crucial consideration in the selection of the consultant.

Describe how you intend to manage a process that is cost-effective, timely, efficient, inclusive of public input, and ultimately produces a document that is easily understandable to the public, planning staff, and the development community. The City values creativity, clear thinking, and exceptional writing skills in evaluating your approach to project management, and the process in general.

Please describe your selected Project Manager's specific experience with similar assignments, and how the issues described above were addressed. Where past projects presented challenges, please describe how your Project Manager was able to successfully address them, and how these lessons might be applied to the Master Plan project.

The selected consultant's Project Manager will be expected to be the City's primary point of contact, and must understand the overall contract agreement and can manage paperwork associated with it.

PROCUREMENT PROCESS

The City intends to enter into an agreement with a consultant to provide professional services as described above.

The City will award a contract to the proposer with the apparent best value after the final agreement has been successfully negotiated. If no final agreement is reached between the City and the proposer with the apparent best value proposal, the City reserves the right to negotiate a contract with the proposer with the second highest score.

REQUEST FOR PROPOSAL DOCUMENTS

The Request for Proposal (RFP) documents, including the submittal requirements and the selection criteria and schedule, will be available in electronic format on the City's website at <http://www.arroyogrande.org>. The City reserves the right to reject any or all submittals or to waive any formality or technicality in any submittal in the interest of the organization.

I. Contact Information

Except as authorized by the City representative or as otherwise stated in the RFP, communication during the selection process shall be directed to the specified City representative. In order to maintain fair and equitable treatment of everyone, proposers shall

not unduly contact or offer gifts or gratuities to any official or employee of the City in an effort to influence the selection process or in a manner that gives the appearance of influencing the selection process. This prohibition applies before the RFP is issued, through selection, as the project is developed, and extends through the award of a contract. Failure to comply with this requirement may result in a disqualification in the selection process.

All communications regarding this project shall be directed to:

Matthew Downing, Planning Manager
City of Arroyo Grande
300 East Branch Street
Arroyo Grande, CA 93420
(805) 473-5424
mdowning@arroyogrande.org

II. Questions and Requests for Clarification

Proposers may submit questions or formal requests for clarification on the RFP in writing until the submittal date via email at the contact address noted above.

III. Submittal Due Date and Times

Three hard copies and one electronic copy in PDF format of all required submittals must be delivered to the City, 300 East Branch Street, Arroyo Grande, California, no later than **5:00 PM, Friday, June 2, 2017**. Submittals received after the specified time will not be accepted. Please allow adequate time for delivery. If using a courier service, the submitting firm is responsible for ensuring that delivery will be made directly to the required location. PDF documents must have permissions enabled for comments and printing.

IV. Proposal Contents

Each response to this RFP shall consist of the following:

1. Listing of applicable past performance and references;
2. Management plan, project schedule, and statement of qualifications;
3. Project proposal;
4. Contact information for the responsible party; and
5. Cost of services.

Past Performance and References

The past performance of all proposers shall be considered in the selection process. Each proposer shall submit a listing of client references on three (3) similar or related projects completed within the past five (5) years. Include contact information and one paragraph description for each key project. Additional relevant projects may be listed, with a more brief description of each.

Management Plan

Proposers must develop and submit a plan demonstrating how they will manage their responsibilities, identify risks, and how risks will be mitigated. If City staff resources are to be utilized to assist in preparation of the Plan, the management plan should specify the anticipated amount of time and level of expertise that will be needed. The proposer shall address quality control, project specific criteria, risks that have been identified by the RFP

and additional risks that the team has identified and state how those risks will be mitigated. As part of the management plan, proposers shall include a proposed project schedule and indicate critical dates and other information in sufficient detail for the City to determine if the time frames are reasonable. The management plan should be concise yet contain sufficient information for evaluation by the City.

Preliminary Project Schedule

The following is the anticipated schedule of events for the project. This schedule is a preliminary schedule and should be further refined and modified by the proposer in accordance with the proposer’s management plan.

- Issue RFP April 27, 2017
- **Proposals due to the City by 5:00 PM June 2, 2017**
- Top three (3) proposal interviews June 26, 2017
- Consultant selected July 7, 2017
- Award of contract July 25, 2017
- Project commencement August 2017
- Administrative draft Parking Study completed October 2017
- Administrative draft Master Plan completed December 2017
- City completes Draft CEQA review (MND) February 2018
- Public hearing draft Master Plan completed/MND released February 2018
- Traffic Commission April 2018
- Architectural Review Committee April 2018
- Planning Commission May 2018
- City Council adoption June 2018

Statement of Qualifications

Each proposer shall include in the proposal a Statement of Qualifications (“SOQ”), a brief section that indicates the experience and qualifications of the firm, the project manager and other critical members of the team. It should describe what talents their team brings to the project, how their knowledge of the subject will provide benefit to the process, how the team has been successful in the past and how that relates to this project. The SOQ should include information on similar projects that have been completed by the firm, project manager and other team members. The SOQ should also include the experience and special qualifications that are applicable to this project and/or are part of the project specific selection criteria.

Project Proposal

Each project proposal shall address the following scope of work requirements.

Scope of Work

Please see **Attachment 1** for a detailed guidance on the scope of work for the Parking Study and Master Plan. Note that consultants are encouraged to use this as guidance only, and other creative organizational frameworks that accomplish these tasks more efficiently and cost-effectively are highly encouraged.

Budget

Provide a proposed budget identifying each task, projected hours for completion, and staff and hourly rates.

Final Scope of Work

The Final Scope of Work document shall be negotiated and executed prior to the start of work. Should the City and consultant be unable to come to a negotiated agreement, the contract may be negotiated and awarded to the second highest scoring proposal.

V. Selection Criteria for Professional Services

The following criteria will be used in ranking each of the proposers. The proposer that is ranked the highest will represent the best value for the City. The criteria are not listed in any particular order. The City will consider all criteria in performing a comprehensive evaluation of each proposal. Weights have been assigned to each criterion in the form of points.

- A. Past Performance Rating (10 Points). Each proposer will be given a past performance rating. The rating will be based on the performance of the proposer in completion of the three previous projects as submitted with the proposal.
- B. Project Proposal (45 Points). The merits of each proposal will be evaluated by the City in relation to the following:
 - 1. Apparent understanding of the Project Description – How well has the proposer demonstrated a thorough understanding of the issues and concerns embodied in the Project Description?
 - 2. Comprehensiveness of the response to the RFP – Has the proposal properly addressed each of the requirements and suggestions identified within the RFP, and paid adequate attention to each element?
 - 3. Creativity and Professionalism – Has the proposer demonstrated both creativity and a professional approach to addressing the issues and needs identified in the RFP? Are the proposals realistic and attainable?
- C. Strength of Team and Management (25 Points). Based on the proposals, the interview, and management plan, the City shall evaluate the expertise and experience of the proposer and the project lead as it relates to the project in size, complexity, quality, duration, etc. Consideration will also be given to the strength brought to the proposal by critical consultants including how they were selected and the success the proposer has had in the past with similar projects.
- D. Schedule and Budget (10 Points). The proposer's schedule will be evaluated as to how well it meets the objectives of the project. The proposer shall identify in the project schedule all major work items with start and stop dates that are realistic and critical. The completion dates shown on the schedule will be used in the contract. A Critical Path or similar schedule approach is preferred. The proposed budget will also be a consideration in the selection, although it is recognized that if the consultant proposes a more ambitious scope of work

that more clearly meets City objectives, the overall efficiency and logic of the tasks as proposed will also be considered in the context of the budget.

- E. Local Knowledge (10 Points). The proposer's knowledge of the local and regional plans for the area and their past involvement with jurisdictions in the area will be evaluated as to how well issues of the area are known.

TOTAL POSSIBLE: 100 POINTS

VI. Selection

The City shall make the final consultant selection based on the above criteria.

VII. Form of Agreement

At the conclusion of negotiations, the selected consultant will be required to enter into a Consultant Services Agreement.

VIII. Licensure

The consultant shall comply with and require its subconsultants to comply with the license laws of the State of California.

SCOPE OF WORK GUIDANCE DOCUMENT

EAST GRAND AVENUE MASTER PLAN

The following provides direction for developing the scope of work for the parking study and Master Plan. The specific work tasks shown below are intended to provide guidance in preparing the proposal. Consultants are encouraged and expected to respond to this RFP with a proposal that could include reorganized tasks, modified tasks, further defined task details, and a work plan and approach necessary to accomplish each task and do so in accordance with the previous direction as stated in the RFP.

Parking Study

Task 1 – Existing Conditions, Data Collection and Analysis

1.1 Project Initiation

The Consultant will meet with City staff to kickoff project, review and refine project schedule, and identify available data relevant to the project, including available base maps.

1.2 Collect Available Data

The Consultant will work with City staff to identify and collect available data, reports, and studies related to parking within or related to the study area. This step will allow the team to identify existing data and document the current policy and regulatory framework for on-and off-street parking.

1.3 Parking Policy Review

The Consultant will analyze existing parking management policies, enforcement practices, development standards, or other relevant tactics employed in the City that would influence or be influenced by a new parking management program that could be applied to the Master Plan. This evaluation should include:

- Current methods of parking supply and demand management, including parking fee/rate structure, permit programs, hours of operation, time limits, on-street parking regulations and times, restrictions, enforcement practices and procedures, signing, lighting and disabled parking;
- Flexible parking requirements for uses that implement programs proven to reduce parking demand;
- Shared and/or off-site parking, including potential incentives for developers to seek out appropriate shared parking opportunities;
- Programs to increase the adequate provision of parking and reduce barriers to new development (such as parking assessment districts);

- Bicycle parking requirements, as well as priority parking standards for small or fuel-efficient vehicles;
- Meeting all state and federal requirements for parking that is accessible to persons with disabilities; and
- Ideas of entitlement streamlining in order to expedite projects with parking schemes that help achieve City goals.

1.4 Document Existing Supply

The Consultant will conduct a field survey of select example sites to determine and inventory the parking supply of differing development types, including on-street parking. This will include documenting the supply by space type, verifying the off-street parking spaces, and marking the presence of disabled spaces or other markings.

1.5 Peak Period Count

The Consultant will conduct targeted occupancy studies to produce parking utilization data. Parking occupancy counts will be conducted during “peak-hour” on one (1) typical weekday and on one (1) typical Saturday on all on- and off-street public and private spaces in the Master Plan area. This count will allow the Consultant to determine the demand for parking during those times.

In the event that, depending on the project schedule, data collection efforts miss the peak usage periods, it may be necessary to use a combination of other data sources and adjustment methodologies to account for peak demand. These may include, but not be limited to:

- ULI’s *Shared Parking* seasonal adjustment methodology;
- Selected land uses from the ITE *Parking Generation* manual;
- Seasonal parking data from neighboring jurisdictions;
- Sales tax receipts;
- Transient Occupancy Tax revenue; and
- Hotel occupancy rates.

1.6 Analysis of Parking System Performance

The Consultant will conduct a comprehensive analysis of the parking data. Parking utilization and turnover rates and patterns will be analyzed to assess the capacity for the existing supply to meet current demand. Importantly, the Consultant will develop a comprehensive list of all land uses within the select example sites using the most current land use data available. Using this information, the Consultant will conduct an objective assessment of actual parking usage during a “typical” day for the study areas.

Task 2 – Future Parking Demand

2.1 Establish Development Scenarios

The Consultant will work with City staff to use the City’s land use regulations, current development plans, future number of employees, and upcoming development proposals to establish two (2) growth scenarios, including the short-term (over the next 1-4 years) and medium-term (over the next 5-10 years). These growth scenarios are to be translated into average annual land use and expansion growth rates (i.e. 25 new residential units per year; 3,000 square-feet of general office per year, 200 new employees per year, etc.) that can be used as a basis for the demand projections as they relate to the Master Plan area.

2.2 Identify Development Scenario Parking Surplus or Deficit

The Consultant will use all appropriate data sources, resources, and existing parking performance findings to project future demand. As parking supply expansion represents a large investment for the City and property owners, accounting for projected parking demand, economic factors and community interests shall be considered, and the point at which parking expansion becomes necessary is an important metric to identify.

Task 3 – Parking Standard Recommendations

2.3 Based on the findings of Tasks 1 and 2, the consultant will provide recommendations to modify the current parking ordinance, or to include in the Master Plan, as necessary. Additionally, parking demand strategies and solutions to address current and future parking demands, including consolidated parking facilities, joint use or shared parking, peak period parking strategies, and bicycle parking management shall be considered and recommended to the City.

Master Plan

The consultant shall provide all required labor, equipment, tools, and facilities necessary to complete the required work, potentially including but not limited to the following organizing concept:

TASK 1.0 Project Initiation

The consultant shall hold an organization and initial meeting with City staff, community stakeholders, and other concerned organizations to collect available data and published materials, establish schedules, and establish communication channels with various stakeholders and other agencies.

TASK 2.0 Existing Conditions Evaluation

The consultant shall evaluate existing relevant conditions and issues to the extent necessary, such as land use and development within the Master Plan area, recent approved developments and growth, parking (as analyzed in the parking study), as well as review existing Design

Guidelines and Standards and Enhancement Plans. The existing conditions evaluation shall be included as a chapter in the Master Plan.

TASK 3.0 Economic Analysis

The consultant shall complete a real-estate market study to aid in the estimation of amount of development to occur in the next 10 to 25 years. This study should then be related to the development potential of land already zoned for development in the East Grand Avenue Master Plan area, and should consider past growth in the City, existing barriers or incentives to economic development, as well as the experience of similar communities with mixed use areas.

TASK 4.0 Public Participation Program

The consultant shall coordinate with City staff to create an effective public participation approach that will engage the community with proven approaches for finding consensus among stakeholders, which is essential to policy development as well as to long-term implementation of the Plan. The public participation program should be developed in light of existing planning documents previously developed, including the Design Guidelines and Standards for the Plan area and the East Grand Avenue Enhancement Plan. The public participation may include the following items: public meetings for obtaining public input, feedback, and information exchange; project website for public information (with assistance of City staff), education, and feedback; media releases to newspapers, radio, television, and online/social media sources; media publicity communications, such as developing local interest articles; GIS mapping and high quality graphics for public presentation. All meetings will be held in facilities accessible to all Arroyo Grande residents. The public outreach efforts should be designed to include a broad range of interested organizations and individuals.

TASK 5.0 Prepare Draft Master Plan

The consultant shall the Draft Master Plan. The Master Plan may be structured in many ways, but could include chapters that address the following:

- Background and Policy Framework
- Master Plan Area Form and Character
- Relationship to City Infrastructure Planning
- Implementation, including Development Incentives and Other Planning Tools
- Plan Administration

As appropriate, and as needed to augment the General Plan, the Master Plan should include goals, objectives, and policies (GOP), as well as subarea design concepts (if suggested by the consultant) leading to the completion of an Administrative Draft for staff review and comment.

Additionally, the consultant shall prepare a Public Hearing Draft that addresses staff comments. All public hearing notices shall be prepared by the consultant. City staff will be responsible for reviewing and publishing public notices.

TASK 6.0 Final Master Plan

Following approval by City staff, the consultant will present the Final East Grand Avenue Master Plan to the City of Arroyo Grande Traffic Commission, Architectural Review Committee, Planning Commission, and City Council for their consideration, approval, and adoption.

TASK 7.0 Written Recommendations for Code Amendments

Upon final adoption of the Plan, the consultant shall provide staff with written recommendation on modifications or amendments to the Development Code (as necessary), in order to ensure consistency with these documents and aid in implementation of the Master Plan.